



*Emotional*  
Intelligence

# IQ vs EQ

*"I was dyslexic, I had no understanding of schoolwork whatsoever. I certainly would have failed IQ tests. And it was one of the reasons I left school when I was 15 years old."*

- Richard Branson

Richard's Stowe School headmaster predicted that he would "either go to prison, or become a millionaire." But Richard's desire to become a young entrepreneur surpassed his struggles in school. At the age of sixteen, he set up his first business, a magazine called Student. In 1970, he founded a mail-order record business, followed by the opening of a chain of record stores in 1972, and the launch of Virgin Music in 1973. Richard's Virgin Group empire now makes him the fourth richest person in the United Kingdom.

Richard recognised early on that it was the relationships that he was building with other people would be the key to his success as well as valuing different perspectives and experiences. People were the key to his success and his greatest skill is in connecting with other people and being excited by what they have to say.

He wrote the following on his leadership blog:

*"I love visiting the different companies within the Virgin Group to keep up to date on their activities. One of the highlights of any trip I make is meeting the wonderful people who work at Virgin and many other interesting characters we come across. I carry a notebook with me to take down any inspiring stories or ideas from our encounters. As well as being a great launching pad for new collaborations, these notes help me remember what we last spoke about and I can ask how their business idea is developing."*

*Building meaningful business relationships is very important as people are a company's biggest asset. Remembering anything I have in common with somebody and the context of our last meeting helps cut through the chit-chat when we next meet and become better friends."*



# Introduction

Are you a productivity machine that gets the job done no matter what? Do you find yourself frustrated, angry and stressed when things aren't going right? Do you react negatively to feedback and comments rather than taking the time to consider a response? Do you walk away from some conversations thinking that you could have handled it better?

It's easy to be the victim of our emotions and to be held hostage to our feelings. If we perceive that someone slights us, we feel offence. If we are criticised, we shut down and refuse to communicate.

Managers have an enormous impact on how their team members feel through their words and actions. People rarely remember the actual words that were spoken, but they certainly remember how someone made them feel.

This book is designed to help you to:

- Learn more about emotional intelligence and what it looks like in the workplace
- Understand how developing emotional intelligence will improve performance
- Reflect on your current emotional intelligence capability
- Practice the development of your emotional intelligence





# What is *Emotional* Intelligence?

*“It is grace under fire,  
wisdom in the midst of chaos,  
integrity in the face of treachery.”*

An emotion is how we feel. Emotional intelligence is our ability to recognise and manage our emotions; the ability to recognise emotion in others and use emotional information to guide thinking and behaviour.

Our emotional intelligence regulates how we manage our feelings, whether we express ourselves effectively and our ability to work smoothly with other people toward a common goal.

It's our ability to handle ourselves well, relate to, and interact with others effectively.

It is the element that matters most when it comes to excellence in the workplace and effectiveness in relationships.



The model was first introduced by Dr. Daniel Goleman in the mid 1990's.

In his book 'Emotional Intelligence,' Daniel believes there are five main competencies and skills that an effective leader uses:

- Self Awareness - The ability to recognise and know your emotions, strengths, weaknesses, drive, values and goals and recognise their impact on others while using your gut feelings to guide decisions.
- Self-management - The ability to control or redirect your disruptive emotions and impulses and the ability to adapt to changing circumstances.
- Motivation - Being driven to achieve.
- Empathy - Considering other people's feeling especially when making decisions.
- Social Skills - Managing relationships to move people in the right direction.

All of these skills involve understanding your own emotions and the emotions of others.

Another way of expressing it is that emotional intelligence equals self-awareness, plus reflection plus personal insight plus application of the relevant skills.

Dr. Goleman explains more in this video:

[What is Emotional Intelligence](#)  
(watch video)